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10 JUL 1967

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report - Covert Action Operations  
Seminar No. 2, 25 - 28 June 1967

REFERENCE : Course Report - Covert Action Operations  
Seminar No. 1, dated 19 May 1967

1. Summary:

Nineteen officers of the Clandestine Services attended the second running of the new Covert Action Operations Seminar, held at [REDACTED] 25 - 28 June 1967. The Seminar was audited by [REDACTED] DDP/TRO, and [REDACTED] PO. All area divisions except Africa were represented in the group. Once again the Far East Division predominated with eight students. In grade, the students ranged from GS-09 through GS-14, with the median grade being in the 11/12 range, and the average grade 11.8. Once again, the students were unanimously enthusiastic both in their participation and in their informal and written comments on the course. Because of the wider representation of area divisions, perhaps, or the experiences of the group, this class was livelier and participated in the group discussions more fully than the first seminar group. Providing a proper balance in participation and in course content which engages both senior and junior participants equally is the major problem uncovered in these two pilot courses. This matter is discussed below and a preferred solution is proposed. Changes in course format and content were few, but some were made by choice and some by necessity, such as the need to use a substitute speaker in place of [REDACTED] Chief, WH/CA, who is on a trip to the field. These changes are also discussed below.

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2. Changes in Content, Format, Speakers:

Generally speaking, the course content, format, goals, and speakers in Covert Action Operations Seminar No. 2 remained substantially unchanged from those of the first Covert Action Operations Seminar, 7 - 10 May 1967. (See Reference) The aim of the Seminar remains to provide job performance oriented instruction for middle grade and senior officers engaged in conducting, supporting or supervising CA activities, as well as, to provide orientation on significant CA problems to other experienced officers who need such information. There were a few changes, however.

a. The first evening session, 25 June, was expanded somewhat and a discussion was held of definitions of Covert Action, and of general course themes. These were both derived from the students in group discussion and presented by the Chief Instructor with comments from [REDACTED] DC/CA Staff and [REDACTED] Chief, [REDACTED] Material was provided the students for study and subsequent use on 26 June in a group discussion of the selection of recruit-

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[REDACTED]  
asked to write one question each before the evening of 27 June for discussion in the general evening session of that date.

b. Changes in speakers were two. [REDACTED] SAO/DDP, presented the discussion on Non-Communist Threats to U. S. Security and also participated with [REDACTED] and [REDACTED], in discussing the differing operational approaches of small, medium and large stations. He was also a panel member for the evening session on 26 June. [REDACTED] WH/CA, substituted for [REDACTED] in presenting the [REDACTED] case on 28 June. He also took part with the undersigned in a group discussion of tradecraft problems on 28 June. This latter discussion and the presentation of a film prepared by [REDACTED]

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and FE Divisions on the [REDACTED] were 25X1A1b  
the remaining major changes in format. [REDACTED] 25X1A9a  
was unable to be present to give the [REDACTED], which 25X1A1  
was, therefore, dropped, for this session and the time used for  
the Laos film. A final change, was the presentation of a discussion  
[REDACTED] 25X1A8a

25X1A1b [REDACTED] 25X1A9a  
ing by far the majority of officers of that area division who are  
connected with CA activity. For the same reason, the Laos film  
was substituted for the [REDACTED] Case when [REDACTED] 25X1A9a  
could not attend, rather than finding a substitute for him. One  
further administrative change should be noted. Mr. Oscar  
[REDACTED] of the Operations School, Covert Training Branch,  
was made available as administrative assistant. His efficient  
work was of great assistance to the undersigned in the smooth  
running of the course.

3. Speakers:

Once again, the speakers were uniformly excellent. Student  
reaction to certain speakers, however, varied somewhat. For  
example, [REDACTED] who gave another fine presentation, was  
singled out for praise in several student critiques, but, in others,  
he was criticized as too theoretical. [REDACTED], again, was  
unanimously praised by all students who noted the speakers, in  
answering the question "what portions of the Seminar, if any, do  
you consider particularly effective?" [REDACTED] presentation  
of the overview on CA around the world was especially appreciated.  
[REDACTED] proved to be a most happy choice as a substitute for  
[REDACTED] Wisely, he did not attempt to use the approach to  
group discussion that [REDACTED] has perfected, but presented a  
view of the operation from the vantage point of a working case officer  
on the ground. He was particularly well-received by this group of  
students, who considered outstanding his pointed and detailed dis-

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4. Students:

The students represented considerable and varied experience. They ranged in grade from GS-09 through GS-14, with a median grade of GS-11/12 and an average grade of GS-11.8. The area break-down was FE(8), WH(2), EUR(2), TSD(2), [REDACTED](2), SB(1), NE(1), and [REDACTED]1). There were three women students, two of whom were the only ones present who did not have at least one overseas tour. Unfortunately, two NE registrants and one EUR registrant dropped out at the last minute. Because housing arrangements had been made, three stand-by students were accepted, all of whom were FE officers. However, in the FE figure are included one officer who has served several tours in the Near East area and one who has served in [REDACTED] so that the area experience brought to the Seminar is somewhat broader than the above figures suggest.

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a. The group was more articulate than the first group who attended the May running of the Seminar. Their participation in group discussions was lively and informed. Perhaps because most were working level officers, they were more insistent on "nuts and bolts" than the first group. In their critiques, they were unanimous in stating that the Seminar was informative, useful, provocative, and effective. In pointing out what they thought most effective, the evening sessions were cited in eight of the nineteen critiques. The other category most frequently cited were the speakers and, in particular, [REDACTED] and

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[REDACTED] This latter preference seems to represent the point made above that the younger officers especially appreciated the "nuts and bolts" approach of these speakers.

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b. Suggested improvements reflect this same interest to a degree. More important, they indicate that a problem of the Seminar is that the students represent both senior and middle grade, both older and younger officers. They each select out of the course those portions nearest their interests, which are perforce different, for either praise, if close to those interests, or criticism, if not. This emerges as the major problem that must be dealt with in the future.

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5. Comparison of First and Second Seminars:

The important specific differences between the two runnings of the Seminar have been noted above. Several general points of comparison should be made. Including the auditors at both sessions, a total of forty persons have participated in the two Seminars. The over-all reaction of these officers has been highly favorable. This indicates that the Seminar is a sound course. That such is the case seems particularly true since these officers have represented great variety of experience, both operational and area, as well as great variety of age and grade. The differences noted between the first and second runnings of the Seminar is a reflection of the slightly different mixture of these elements in the two groups. This variation, however, does not seem to indicate any need to alter substantially the approach, the format or content of the Seminar.

6. Recommendations:

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The problem which arises from the mixture of student backgrounds may be solved in several ways. One is to restrict the students by grade or by background and experience. ██████████ suggested that a more senior student body be sought and the Seminar restricted to such senior officers. If this were done, however, there would be need for an additional seminar or course of some kind for the large number of middle grade and junior officers who have attended and who wish to attend. Another method of solving the problem would be to find a device or a modification of content and format to attempt to focus the seminar equally well for both groups of officers.

a. This second solution is recommended for several reasons. First, there are considerable practical problems involved in finding a sufficient number of students of a specified grade or experience level at a specified time to make the effort worthwhile. A second problem is the drain on the time of senior officers that more frequent seminars or a proliferation of seminars would entail. And these officers must continue to serve as guest speakers if the seminar is to continue to be the success that it has so far been. Furthermore, a mixture of senior and more junior officers is a better training situation because such a mixture is to be found in every branch or station. Since the general goal

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of all our training, not just of the Covert Action Operations Seminar, is better job performance, the more typical the class make-up the better.

b. A device for bringing about the equalizing of content appreciation and hence a stronger and more unified attention to all portions of the course is already available. Several students suggested that the [redacted] problem be expanded. One suggested that it be treated by small groups. It is proposed that this problem be sharpened by providing a few more specific guidelines and that the time devoted to it be extended to two hours. The class will be broken up into small groups, each headed by a senior officer. These groups will work up solutions to the problem and they will then present them to the class for critique by class and instructor. The resulting exchange of experience brought to bear on a common problem should supply the sense of equal engagement desired. In addition to this device, a screening of student applications will be made. There is no doubt that some more discrimination in selection of students would be useful. Finally, proposals for workshops in operational techniques will be presented to interested CA staff and divisional officers. Such workshops have been in mind since the re-writing of the general plan for CA instruction contained in the Memorandum for the Director of Training, dated 21 March 1967. These workshops would be designed for those officers needing operational techniques training. They would be simpler in their administration and call on fewer senior guest speakers. This combination of measures, it is believed, will solve the problem.

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c. Another change will be made. Several students have noted that, although much is made of the point that operations in the Clandestine Services are integrated operations, no time is devoted specifically to CI or FI aspects of CA. This will be corrected by inviting [redacted], CI Staff, who attended the first Seminar, and hence, is familiar with the approach and goals of the course, to participate as a panel member in discussions of agent recruitment and handling and as a panel member in the evening sessions on planning and operational management.

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d. The schedule will be modified to make allowances for these several changes. The same general outline of material, the same length of time, and the same excellent location will, however, not be changed, for they have been successfully tested and proved by these two sessions of the Seminar.

[REDACTED]  
Chief Instructor

Attachments (w/orig. only)

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- A. Course Schedule
- B. Class Roster

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HT/OS/TR/ [REDACTED]: brs

Distribution:

Orig - DTR  
1 - C/OS/TR  
1 - DDP/TRO  
1 - R/TR  
1 - CA  
1 - HT/OS/TR  
1 - Chrono

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ORIGINAL DOCUMENT MISSING PAGE(S):

ATTACHMENTS